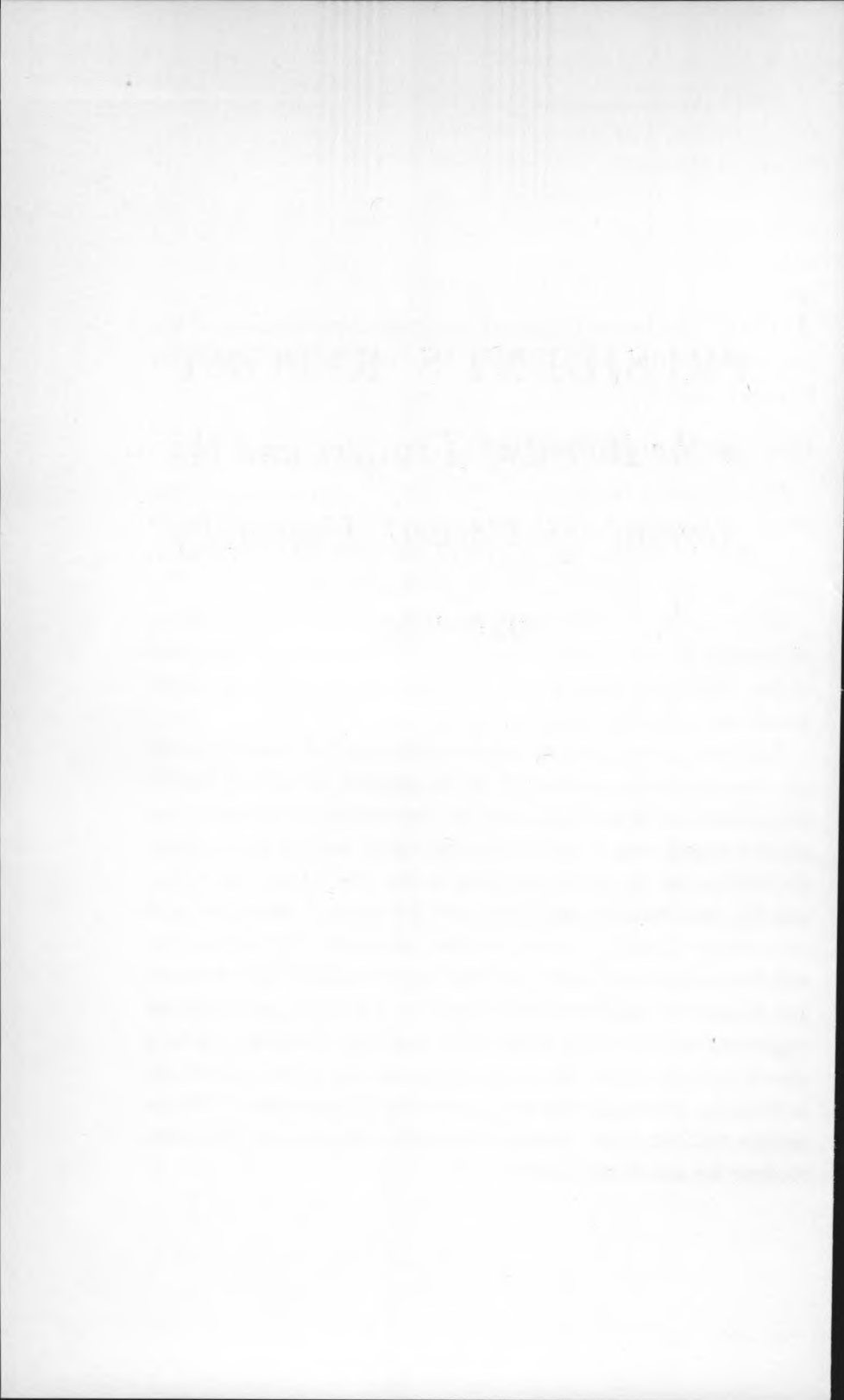


PRESIDENT'S REPORT

*to the Board of Trustees and the
Alumni of Cornell University*

1953 - 1954



I HAVE the honor to present to you the annual report of the University for the year 1953-54, my third such accounting to Cornell's far-flung family.

Down the Years of the Future

It is impossible to present Cornell's year through a mere chronology of episodes. A first responsibility of your administration is constantly to appraise the impact of the future on current decisions, to prepare for the unforeseen and the uncharted.

Hence, your administrative officers have spent many hours in an attempt to envision the Cornell of tomorrow, to set the course of the University toward that goal, and to attack the problems which inevitably will be met along the way.

Academic statesmanship will be called for if Cornell University and her sister institutions are to prepare themselves for the educational services which will be demanded of them by the swollen population of university age which will be flowing into the institutions of higher learning in the late 1950s, the 1960s, and beyond. Weighty problems press for solution. How much, if any, should Cornell expand to meet this rising tide? How great will the pressures be, and from what directions? By what methods and means can expansion take place? At what cost, and with the requirements of what additional teaching facilities? Where should Cornell try to stand in relation to her sister institutions, in both the State and Nation, one or two decades hence? Where are the teachers to be found to man the colleges and universities of these not too distant years?

These problems in their broad scope do not readily submit to analysis. They will occupy much of our time and attention in the coming years. Faculty, students, alumni, trustees, and administrators have grave responsibilities in their solution.

It is true that every judgment exercised today, every decision made, has its implications for the Cornell of tomorrow. The answers will be found, with all of the forchandedness we can muster. We shall remain devoted to the basic concept that Cornell should attempt only that which it can do well, but what we do well must be conceived boldly and executed with courage. Bit by bit in the immediate years ahead, the plans will form into the pattern of a University growing in power and leadership, with an eye ever alert for serving the individual student; statistics of mounting enrollment must never be the measure of our worth.

Educational Policy in 1953-54

Cornell in the year just passed seethed with re-examination, innovation, and experiment. Joint programs, passing across traditional academic lines to merge the work of two and more divisions, became increasingly numerous, in a University which has always prided itself on ability to cross traditional organization boundaries. New avenues of study were opened and old ones re-explored. Added facilities helped to bulwark the teaching program in a number of areas.

Our distinctive five-year undergraduate program in the College of Engineering prepared to move into new ground through the creation of an "atomic power option," planned to give students in all the engineering disciplines opportunity to study the boundless field which is emerging from the harnessing of the nuclear forces. The School of Business and Public Administration continued to establish joint programs, entering pioneer liaison with the Law School, the College of Architecture, and several divisions of Engineering. The School of Nursing was engaged in a long-term search, in co-operation with the National League

for Nursing, for the way to produce a professionally trained nurse who will be at the same time an adequate beginning practitioner.

National attention was drawn to the School of Education's experimental program to prepare liberal arts graduates for careers as elementary school teachers through a year of intensive professional study and apprenticeship. A new element of teaching strength was added to the Medical College by the affiliation of the oldest orthopedic hospital in the country, the Hospital of Special Surgery, with the growing New York Hospital-Cornell Medical Center.

The College of Architecture, which for some time has brought distinguished practicing architects to its drafting rooms as individual guest critics, took a further novel step and engaged an entire architectural firm to demonstrate to students how a modern team of designers functions.

The College of Arts and Sciences reported encouraging results from the operation of an "honors program" designed to encourage gifted upperclass students to undertake independent study.

The newly established John L. Senior Professorship in American Civilization, with the distinguished scholar, Professor Dexter Perkins, as incumbent, immediately became a significant influence toward greater understanding of the fundamental American values. Professor Perkins' approach to our way of life is through the great field of American foreign relations, an area which seems destined to be of paramount significance in the perpetuation of our basic freedoms.

Another landmark was reached with the opening, in converted quarters in the old President's house, of the Andrew Dickson White Museum of Art. This long-needed museum attracted 10,000 persons during the year and became an integral part of the cultural influences which pervade the campus.

Evidence of the acceptance of innovations such as I have noted is always a measure of the vigor of an institution. Thus it is a measure of satisfaction, too, that admissions to the College of

Engineering courses were up 20 per cent for the fall of 1953, as against a national average of 14 per cent, and that starting salaries for our five-year graduating engineers of 1954 were well above the general figures across the country.

Student Life

Another area of Cornell's responsibilities in which progress was made during the year was that of student guidance, particularly in the area bearing on academic attrition. I am disturbed that at present only half of the University's entering freshmen go on to graduation. Last fall 25 per cent of the fraternity freshmen failed or went on probation; 12 per cent of the independent students did so. These "casualty rates" are far too high, especially in view of our rigorous entrance requirements.

Of course, it is particularly true of Cornell that our 10,000 students come with wide differences in background, with a great diversity of study habits and educational preparation, and with a wide range of maturity and attitude toward the art of study and concentration and toward the understanding of their educational and professional interests and aptitudes. Nonetheless, much can be done, particularly through more sustained counseling of the individual freshman.

We are therefore engaged in overhauling our orientation and counseling activities. The colleges of the University are constantly at work to better the academic advising carried on by their faculties. We are looking forward also with high hope to the guidance programs which have been implemented with the opening of the new residential halls for men. Too, we count on a great measure of assistance from the introduction of deferred rushing among the fraternities, as ratified by the faculty and the Board of Trustees and scheduled to become effective in the fall of 1955.

Deferred rushing had its genesis five years ago in the decision of the faculty to undertake an examination of the general orientation program. In the course of its analysis, the faculty came to

the conclusion that there was great educational value in having the freshmen live and work together for a term without the additional duties and distractions of fraternity life. They decided, too, that fraternities and freshmen alike would benefit from a longer period in which to decide their affiliations. The study was thorough and was characterized in both faculty and trustee deliberations by every sympathy for, and understanding of, the great contributions which the fraternities have made and will continue to make in the life of the University. We who have given close study to all the many facets of deferred rushing see in it only a source of great benefit to Cornell students.

Also in the direction of bettering student services, financial and vocational counselors were appointed to work with men students, and a "misconduct prevention program" instituted by the deans of men and women reduced the work of the Faculty Committee on Student Conduct by fully a third.

A continuing trend noticeable during the year was that of integration of the various elements of the University government into a closer community relationship. In the formative days of Cornell, the faculty, the administration, and the students each had sharply demarcated rights and responsibilities. Increasingly, it is being realized that all the elements of this complex university have a stake in the policies and actions of the institution, with the result that more and more decisions are made by the co-operative effort of students, faculty, and administration.

A development of the year in this direction was the establishment of a Men's Judiciary Board with initial jurisdiction over misconduct involving men students. I am happy to report that this board has acted with forthrightness and intelligence, has merited the respect of both faculty and administration, and has yet to be overruled in its actions and recommendations.

Among other evidences of the growth of the community spirit, students were granted the right to vote on two faculty committees and given representation on two others. Undergraduate par-

ticipation also will aid the faculty to award an important new scholarship recently given us by an industrial corporation.

Cornell and Communism

The year was punctuated also by both watchfulness and sanity in the inflammatory matter of communism. Among the major institutions of the country, Cornell has been particularly free from disturbance and emotionalism in this area. It is significant of the standards of our faculty that this should be so in a time of widespread hysteria and intolerance of thought, speech, and action.

That we should have these periods is a curious phenomenon of our civilization. I do not have to remind you that we once burned witches in Salem and that throughout history some of the keenest thoughts of the greatest minds have been banned, and the books—and sometimes the authors—burned to prevent the spread of ideas. During the spring our University Library provided a graphic demonstration of this evil by arranging an exhibit of some of the great books which in years past had been destroyed or otherwise suppressed in an effort to prevent the spread of free expression.

The impact of the investigations being pursued by government committees presents a delicate problem. It is fundamental to our way of life that Congress should have broad investigatory powers. At the same time there is a need—and a transcendent one—to protect the right of free speech and thought for American universities if they are to carry forward the heritage of their intellectual leadership. I am proud indeed to be connected with a university of which one of our most distinguished teachers of political science, Professor Robert E. Cushman, could say, as he has said publicly:

In the 30 years I have taught at Cornell, and I teach a subject which abounds in controversial problems, I have never been conscious of any restraint, supervision, criticism or suggestion from

anyone in authority which has in any way limited my feeling of complete freedom to think, to say, to teach and to write my own opinions; and I know of no colleague of mine over that period who has been less fortunate than I.

That is not to say, of course, that the University is soft, or that its faculty or administration has the slightest intention of fostering communism or subversion. By its own action, the University faculty has taken a specific stand on this sensitive subject; I quote from the faculty minutes:

It is the sense of the faculty that any member of the faculty who, publicly, or in his contacts with students, advocates the overthrow of the government of the United States by force or violence, or the accomplishment of political change by a means not permitted by the Constitution of the United States or of the State of New York, is guilty of such misfeasance as makes him unfit to participate in the relationship of teacher to student. . . .

The faculty maintains that each of its members in writing or speaking has the same rights and duties as any other citizen. The faculty believes that each of its members in exercising his right of free speech should realize that in the minds of many citizens he occupies a representative position and that in consequence the reputation of the University lies partly in his hands. The faculty recognizes that each of its members is bound in the present crisis to safeguard the reputation of the University with a special care.

We in Cornell must never be afraid to pursue truth. We cannot do so without also being free to examine in the light of day that which may be thought to be heretical. Nor can we do so by conformity. Cornell has always had nonconformity; it is a part of our free tradition.

The Year in Research

A vigorous research program continued at the University during 1953-54, with the dollar value of sponsored projects being the highest in Cornell history—slightly more than twenty million dollars.

Because of the dimensions of research at the Cornell Aeronautical Laboratory in Buffalo, which accounted for about half the over-all dollar total, the field of aeronautics led in specified appropriations. Next was agriculture, then came medicine and nutrition, followed by the social sciences, the physical and biological sciences, engineering, veterinary science, and, regrettably last, the humanities.

Again, a tremendous gamut of interests was reflected in a program which ranged from crash-injury studies of automobile accidents to the compilation of the first Indonesian-English dictionary. A Cornell team was in Burma to teach the Burmese to interpret aerial photographs for use in farming and geological exploration. Another was working on the Navajo Indian reservations in an attempt to devise an effective means of teaching English to a people with no written language of their own. The most powerful of electron synchrotrons was nearing completion in Floyd Newman Laboratory of Nuclear Studies. And at the Cornell Aeronautical Laboratory, a vigorous—and to a large extent secret—program was going on in the fields of jet aircraft and guided missiles.

For the School of Industrial and Labor Relations, the period closed a successful two-year program to heighten responsible community participation among unions and their members. To help the farmer meet the continuing price-cost squeeze, the research of the College of Agriculture was directed more sharply at improving efficiency of farming and reducing costs of production. The School of Education completed sixty-seven projects having to do with problems of education. A survey by the School of Nutrition to determine what women know about food and nutrition and how they use their knowledge promised to be of great interest to the food industry.

Carrying across the state the information learned from research, the College of Agriculture distributed two million copies of its publications and presented films to a total audience of half

that number. The School of Industrial and Labor Relations' extension service conducted 290 courses, seminars, and conferences throughout the state; the College of Home Economics supervised home demonstration activity in 3,276 communities. On-campus workshops and short courses benefited thousands; Farm and Home Week alone brought 18,680 visitors to our campus.

Honors to the Faculty

The distinctions which come to a faculty of 1,500 learned specialists are far too numerous for inclusive report; examples will indicate that Cornell possesses an alert and notable faculty, pursuing knowledge on many fronts. Among those holding office in national and international organizations, Professor Hans A. Bethe served as president of the American Physical Society, Professor Gustav A. Swanson held a similar position with the American Wildlife Society, and Dr. Frank Glenn headed the American College of Surgeons.

In one of the year's major art competitions, Professor Kenneth Evett was selected from a field of twenty-one artists to design the murals for the rotunda of the Nebraska State Capitol. Charles J. Chatfield of WHCU, the Cornell radio station, earned a Sigma Delta Chi national award for radio newswriting. Dr. Vincent du Vigneaud succeeded in becoming the first scientist to synthesize a hormone from the body's master gland, the pituitary. Professor Donald Belcher and a group of engineering and land-planning associates were awarded the monumental assignment of choosing a virgin site for a relocation of the capital of Brazil.

Dean Edward H. Litchfield and Professor Alan C. Rankin were called to Indonesia to conduct a survey of business and public administration needs there, Director Stephen A. McCarthy of the University Library went to Egypt to serve as consultant to that country's three national libraries, and Dean Martin P. Catherwood was appointed by President Eisenhower

to an emergency board to study a dispute between 150 American railroads and fifteen nonoperating unions. Professor Clinton Rossiter had the unusual honor of receiving three major awards for his book, *Seedtime of the Republic*. Professor John W. MacDonald, as executive director of the State Law Revision Commission, led one of the most far-reaching projects of legal research of recent years—a thorough-going analysis of the Uniform Commercial Code as drafted by the American Law Institute and the National Conference of Commissioners on Uniform State Laws.

Intercollegiate Athletics

By action of the Presidents of the eight institutions concerned, the Ivy Group colleges were drawn into closer bond, and plans were laid for regular intraleague competition in all major sports, beginning in 1956. The practices and policies of the group are being adopted by other universities with whom we are in frequent athletic competition. The formal constitution of the group may well stand as a milestone of intercollegiate sport and as one that will be observed with respect by all concerned with the preservation of the amateur environment in intercollegiate athletics.

No report would be complete without mention of the superlative record compiled by Cornell's intercollegiate athletic teams, which carried off championships in football, basketball, cross country, rowing and fencing. With ninety-two victories against forty defeats and six ties, our teams achieved the best over-all record of any member of the Ivy Group.

Our athletic teams were not alone in winning awards. The *Cornell Daily Sun* earned two of the four first places in a student newspaper competition sponsored by Sigma Delta Chi; a team of undergraduates won the national Putnam mathematics prize; and, for the second consecutive year, our metallurgical engineering students submitted the first-prize paper in the Davis Undergraduate Welding Contest.

Notable Physical Gains

Again, the year was one of continued improvement of the physical plant. A total of \$22,000,000 in building projects was on the drawing boards, under construction, or just completed. Among these were the nineteen units of the Veterinary College center, the six residential halls for men, Teagle Hall for men's sports, Phillips Hall of electrical engineering, the Grumman Squash Courts, and the agricultural engineering building, plus a major renovation of Willard Straight Hall, all in Ithaca; the Olin student residence at the Medical College; an addition at the Aeronautical Laboratory in Buffalo; and a new food science building at Cornell's State Agricultural Experiment Station at Geneva. We are immeasurably indebted to the respective donors and to the State of New York for providing the funds to make these projects possible.

In addition to the record levels of research and building activity, the total of gifts also attained a new high. A peak of \$443,177 in Alumni Fund contributions helped to carry the total of gifts to a figure of \$7,500,835, surpassing the previous record, set in 1949-50, by almost one million dollars. Nonalumni parents and the ranks of business and industry contributed in notable degree.

For the long pull financially, I am particularly cheered by the continuing promise of the Alumni Fund, and in this regard I turn to the words of Charles William Eliot, one-time president of Harvard University:

It is of course largely by the extent of support accorded to a college by its own graduates that the world judges of the right of that college to seek cooperation of others in planning for the future. An institution that cannot rally to its financial assistance the men who have taken its degrees and whose diploma is their passport into the world, is in a poor position to ask assistance from any others. It is not merely what the alumni give; it is the fact that they do give that is of supreme importance.

Among the gifts for specific uses, particular mention should be

made of the \$515,000 from the Statler Foundation, in continuing support of Statler Hall; the \$350,000 given under the will of William G. McRoberts, Law '97, to endow an important study of the day-to-day operation of American law; the scholarships and fellowships established at Cornell by many an industrial organization and educational foundation; and the donations to the White Museum of art objects totaling in value some \$35,000.

Faculty, Board Changes

Inevitably, retirement brought to a close notable teaching careers. Robert S. Stevens, retiring as dean of the Law School, and Lloyd R. Simons, retiring from leadership of the Extension Service, were joined in the emeritus ranks by Professors Charles D. Chupp, William T. Crandall, Ella M. Cushman, George I. Dale, Cedric H. Guise, James D. Harlan, Frederick E. Heinzelman, Hugh C. Hockett, Wallie A. Hurwitz, Clyde B. Moore, Walter C. Muenschner, Clinton B. Raymond, Harold L. Reed, Lillian Shaben, and Carl Stephenson. New assignments called away Dr. Clifford C. Furnas, director of the Aeronautical Laboratory, and William W. Mendenhall, head of Cornell United Religious Work, the interfaith program.

Death deprived the Board of Trustees of the distinguished abilities of three of its most devoted members—John S. Parke, Thomas W. Pew, and Robert E. Treman. Walter C. Teagle became a trustee emeritus after long and notable service. Harold L. Creal, Dexter S. Kimball, Jr., John S. Knight, J. Preston Levis, and John M. Olin became members of the Board of Trustees under the several classifications of membership.

A Brief Financial Summary

Financially, of course, Cornell has the problems inherent in all great endowed institutions. We are operating at the moment at a deficit; every effort is being given to place our academic

operations upon a balanced budget at the earliest possible date.

The final net operating deficit of the Endowed Colleges and other academic divisions at Ithaca was \$181,000, including \$87,000 from intercollegiate athletics, while the Medical College finished the year with a small operating balance. The auxiliary and related enterprises, operating under their own budgets, made no demands upon general University funds. The State-supported divisions operated within income of \$15,000,000.

At the close of the year, the book value of the University's investments in stock, bonds, real estate, and miscellaneous items amounted to \$62,000,000.

A more detailed summary of the year's financial operations will be furnished by the Treasurer's office upon request.

A Word of Acknowledgment

I would be remiss in failing to observe that the year has been one of harmonious partnership with the State University of New York, with which our contract units of Agriculture, Home Economics, Industrial and Labor Relations, and Veterinary Medicine are affiliated. In this connection, it is interesting to note that May 4, 1954, marked the fiftieth anniversary of the College of Agriculture as a State-supported institution.

Nor can I conclude without an expression of gratitude to the Board of Trustees and its distinguished and energetic chairman, John L. Collyer, to the great body of Cornell alumni and the membership of the Alumni Fund and Cornell Councils, to a devoted and resourceful faculty and staff, and to an alert and provocative student body, for support and inspiration throughout the year. Cornellians are a great family; I count it the highest privilege to serve them.

DEANE W. MALOTT

Ithaca, New York
October 15, 1954